

Performance Measurement General Government and Transportation

Judicial Branch

Program Goals

Program	Goal	Outcome Measure(s)
Information Technology (Supreme Court Operations)	Deployment of Automated Case Management System: Replace the antiquated Judicial Case Management System (JCMS) by deploying a contemporary, state IT compliant case management system in Montana's District Courts.	<p># installations completed</p> <p># and percent of cases for sites where implementation has occurred</p> <p>Pilot FullCourt case management system in a judicial district consisting of an rural and urban county</p> <p>Evaluate pilot for a full statewide roll out in consultation with pilot counties, Montana Assoc of district court clerks, and track committees</p> <p>Negotiate enterprise licensing agreement with Justice Systems Incorporated for FullCourt case management and jury management system</p> <p>Comply with HB 4 reporting requirements</p> <p>Create detailed project and training plan and publish on court website: www.courts.mt.gov</p> <p>Full deployment of the FullCourt case management system and jury management system in district courts by January 1, 2009</p>

Initiatives for the 2009 Biennium

Program	Initiative	Outcome Measure(s)
Supreme Court Operations	Reduce the amount of time Supreme Court justices must spend in preliminary review of filings from pro se litigants	<p># of cases having preliminary review done by pro se clerk (available June, 2008)</p> <p># of cases having preliminary review done by justices (available June, 2008)</p> <p># of response briefs requested for FY 2007 and FY 2008</p> <p>Also see milestones</p>
Supreme Court Operations	Increase access to Montana's courts for individuals unable to afford an attorney by creating, distributing, and maintaining resources for self-represented litigants.	<p>Results of initial program evaluation (available November, 2008)</p> <p>Also see milestones</p>
Supreme Court Operations/District Court Operations	Provide funding to maintain solvency of drug treatment courts that were supported by federal funds.	See milestones

Secretary of State

Program Goals

Program	Goal	Outcome Measure(s)
Business and Government Services	Continue to implement the federal Help America Vote Act	<ul style="list-style-type: none"> ○ Starting with the 2004 elections and continuing through the 2006 elections and beyond, the Secretary of State's office will work with county election offices and advocates with disabilities to improve polling place access for persons with disabilities by providing grant money to counties wishing to upgrade the accessibility of their polling places. ○ By the 2006 primary election, each Montana polling place will be equipped with at least one voting system terminal to assist voters with disabilities, especially those with visual impairments, to vote independently and privately. ○ Starting with the 2004 federal election season, Montana counties will no longer use punch-card voting systems. This will involve the payment by the state of the costs of replacement voting machines in the six counties with punch card voting systems. ○ By 2006, implement a single statewide computerized database that will be used by county election officials. ○ Starting in 2006 and continuing without a specified end date, the state elections office will provide matching grants to counties for the latter's purchases of precinct counters that notify voters of a potential overvote and allow them to request a replacement ballot.

Governor's Office*

***At the request of the General Government and Transportation workgroup the program directors will provide a presentation on their goals and objectives to the Legislative Finance Committee at their December 2008 meeting and be available to answer questions from the committee.**

Program Goals

Program	Goal	Outcome Measure(s)
Office of Economic Development	Agency did not provide information as requested	
Coordinator of Indian Affairs	Agency did not provide information as requested	

Commissioner of Political Practices

Program Goals

Program	Goal	Outcome Measure(s)
Commissioner of Political Practices	Facilitate accurate and timely filing of the required lobbyist and principal reports.	At least half of lobbyists register on-line for by January 2009. Forty percent of Principals file reports (form L-5) on-line by the end of FY 09
Commissioner of Political Practices	Facilitate accurate and timely filing of the required campaign finance reports.	Reduce filing errors by 25 percent by December 2008. Point those with questions to the website and maintain timely and topical information so that fewer than 25 percent of callers call back with more questions

State Auditors Office

Program Goals

Program	Goal	Outcome Measure(s)
Insurance Division	Ensure that the insurance industry maintains compliance with Montana law and regulation through effective enforcement and education of the following functions: Rates and Forms, Financial Examinations, Licensing, Continuing Education, Market Conduct Examinations, Compliance Investigations, and Legal Actions	<ul style="list-style-type: none"> ○ Review and approve rates and forms within 60 day statutory deadline. ○ Weekly review of rates and forms filing by Deputy Insurance Commissioner with recommendations for increased effectiveness. ○ License insurance companies, and ensure solvency of insurance companies through financial examination every three-five years ○ Monitor and approve continuing education programs ○ Track license compliance with continuing education requirements ○ License Insurance companies, Third Party Administrators, Captives and agents in 3-6 months ○ Agent (producer) licenses within 1 day ○ Daily assessment of licensing approvals ○ Respond to consumer complaints; timely review, analysis and mediation of consumer complaint to ensure unfair claim practices are resolved; market conduct examinations every 4 years for domicile and as needed for others; update publications, consumer guides; weekly review of all consumer complaint inquires for follow up, referral or closing; review of allegations for referral to investigations or legal department; monthly Consumer Education seminars across the state. ○ Prosecute alleged violations pending to statutory regulations and develop a legal case tracking system to be

		reviewed monthly.
Securities Program	Protect the investor, persons engaged in securities transactions, and the public interest	<ul style="list-style-type: none"> ○ Regulation of the securities industry through a comprehensive broker-dealer and investment adviser firm examination program to ensure firms have adequate policies and procedures to prevent and detect potential violations of the Securities Act of Montana. At least six comprehensive examinations begun or completed during the current biennium. Results of the exams will be compared with previous exam periods to determine level of compliance and the determination of whether themes or trends appear related to sales or business practice violations. ○ Continuation of the investor education and law enforcement training programs. At least one investor education forum and law enforcement training program each month, spread geographically across the state for the remainder of the biennium. Feedback from previous forums will be used to tailor presentations and sessions to provide the most effective and timely information. Surveys will be distributed following scheduled sessions to provide more immediate information about whether the information offered by the agency meets participant expectations.
Program	Initiative	Outcome Measure(s)
Insurance Division – Insure Montana	Provide tax credits to small businesses that currently offer their employees health insurance, to prevent loss of health insurance coverage due to affordability	Provide refundable tax credits for at least 700 businesses, or 5,000 lives on a yearly basis as measured by those businesses completing the annually renewal in October. Help maintain coverage for employees of small businesses who might otherwise lose coverage due to affordability
	Maintain a purchasing pool through which small businesses can more competitively bid for health care coverage, reduce the number of uninsured Montanans working for small businesses	Insure at least 5,000 previously uninsured lives covered through the purchasing pool or a qualified association health plan measured through the monthly number of lives covered through premium assistance and incentive payment system. Provide accessible and affordable health coverage to as many Montanans as possible within the constraints of the limited budget.
	Provide premium assistance to owners and employees of small businesses participating in the purchasing pool	Issue a RFP in FY 2008 to allow 1-3 carriers to participate in administering purchasing pool program with contract in place by November

		1, 2008.
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Department of Transportation

Program Goals

Program	Goal	Outcome Measure(s)
Construction	<p>To survey, design, acquire the right-of-way, and construct safe, cost effective highway improvement projects in order to develop and maintain a cost effective, efficient and safe transportation system.</p> <p>The basis for this performance measure is the Tentative Construction Plan (TCP). The TCP is a five-year balance fiscal plan of construction projects using federal aid. Each year the TCP is renewed and the fifth year is added in as the current year closes. Since it is a federal program it runs on the federal fiscal year and is greatly influenced by the federal transportation bill in effect at the time. The magnitude of the bill is between \$200 and \$250 million each year.</p> <p>On an annual basis the Planning Division in conjunction with the District offices nominates and obtains Commission approval to work on a sufficient number and dollar amount of projects to maintain performance indicators describes elsewhere (smooth pavements, bridge condition, safety etc.). The Construction Division actively maintains the schedule of on average 600 design projects. Project design duration is between 7 months for simple overlays and to 7-8 years for complex reconstruction projects. A complex scheduling software (OPX2) is used to track each project individually and its complex flowchart. The system used the critical path method to track project delivery. The Department on a continuous basis conducts meetings to review various reports delivered by OPX2. Issues are identified and resolved to ensure delivery 120 to 150 construction projects worth \$200 to \$250 million each year.</p>	<p>Discussions in progress</p> <p>.</p> <p>Approximately 80+% of projects planned for the fiscal year are ready for contract.</p>
Maintenance	Maintain safe winter driving conditions through snow removal and application of abrasive materials and anti-icing chemicals to reduce roadway hazards and slippery surface	<p>Discussions in progress</p> <p>Cost per mile for plowing, sanding, and deicer usage, and the customer satisfaction survey</p>

	<p>conditions.</p> <p>The program continually strives to maintain winter roadways through the optimization of labor, materials, and equipment. Typical winter operations include the removal of snow and the application of abrasives and anti-icing materials to reduce slippery conditions. Actual storm event severity and length will determine actual roadway conditions and treatment requirements. The objective is to provide a safe winter roadway that facilitates the free movement of goods and services. Under extreme conditions roadways may be temporarily closed for the safety of the traveling public and MDT employees. A customer satisfaction survey is a method used by MDT to determine the perceptions of the maintenance of state highways and interstates in Montana held by adult Montanans and to determine if those perceptions had changed in the last two years.</p>	
Transportation Planning	<p>Develop and implement a long-range multi-modal construction program that addresses Montana's most important statewide transportation needs, is consistent with statewide long-range transportation plan and management system output, and maximizes the use of federal funds.</p> <p>The Department utilizes an asset management system called the P3. The Performance Programming Process (P3) analysis is utilized to plan, program, and prioritize over 70% of the available federal and state resources for highway capital investments. Funding levels for districts, systems, and types of work, are defined through P3. Through this process the department is able to make investment decisions based on needs, thus maximizing its investments and achieving its overall transportation performance goals. Using this process which is based on disclosed performance goals and actual performance, enhances MDT's accountability to the public it serves</p>	<p>Discussions in progress</p> <p>At least 70% of available federal and state resources for MDT's highway construction program are allocated to meet system performance goals on the Interstate (I), Non-Interstate National Highway System (N), and State Primary (P) through the Performance Programming Process.</p>

Initiatives for the 2009 Biennium

Program	Initiative	Outcome Measure(s)
Transportation Planning	<p>(Ref. DP 5011 Highway Traffic Safety Section 408-OTO)</p> <p>Improve state and local response to highway crashes through reduced time between highway crash event and availability of</p>	Discussions in progress

	analysis, improved compliance with reporting standards(MMUCC compliance), increased completeness and accuracy of crash record reporting, increased accessibility to analysis by traffic safety stakeholders, improved integration of crash data with other data sources including land bases and linear referencing systems enabling identification of crash locations with greater precision.	
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Department of Revenue

Program Goals

Program	Goal	Outcome Measure(s)
Overall Agency Goal	Encourage compliance with Montana's tax laws through public education, effective and balanced enforcement, uniform and equitable valuation of all property and support for taxpayers who comply with the law.	Discussions in progress

Initiatives for the 2009 Biennium

Program	Initiative	Outcome Measure(s)
Director's Office and Business and Income Taxes Division	<p>(Ref. DP 701 - Compliance – Legal and DP 7019 – Compliance – Business and Income Taxes)</p> <p>Increase Compliance with Montana's Tax Laws</p> <p>Implement new and enhance existing compliance programs to ensure that both resident and nonresident taxpayers are meeting their filing obligations and paying their fair share of tax. Employ a coordinated and comprehensive approach to compliance by combining audit, legal and collections resources to provide basic compliance coverage for all taxes and fees, and to reduce differences in levels of compliance among different taxpayers and taxpayer groups, including but not limited to correcting the known shortfalls in compliance by nonresidents and out-of-state companies.</p> <p>Goal III: Prevent Tax Increases, Aid Taxpayers in Following the Law, Ensure Fiscal Responsibility, Protect Montana Businesses from Unfair Competition, and Improve Tax Fairness and Integrity in Montana's Current Tax Laws</p> <p>Improve existing compliance programs to ensure that resident, nonresident and corporate taxpayers are meeting their filing</p>	<p>○ Establish baseline, and then, on a semi-annual basis, establish on-going rates of noncompliance for nonfiling and underreporting of income for key filer groups, including W-2s and 1099 forms, using data currently available (including information from the fiscal 2007 nonfiling projects).</p> <p>○ Develop a nonfiler compliance strategy and audit selection process that ensures a cost effective approach to compliance, while identifying opportunities for periodically educating nonfilers of their tax filing and remittance responsibilities, and identifying legislative changes needed to enhance compliance efforts.</p> <p>○ On an on-going basis, evaluate forms, instructions, and taxpayer services through taxpayer satisfaction surveys including the current form and instruction feedback cards and post-audit surveys.</p> <p>○ Estimate the current (baseline) mineral royalty rate of noncompliance to allow the subsequent periodic measurement of the effectiveness of the new withholding system, for taxpayers subject to withholding as well as for taxpayers for whom withholding does not apply, and report the findings to</p>

	<p>obligations and paying their fair share of taxes. Fair compliance programs support the Schweitzer Administration's record and commitment to not raising taxes, to ensure fiscal responsibility and a state government that lives within its means. They also help ensure that Montana businesses do not face unfair competition from out-of-state businesses that do business in Montana but that may not pay their fair share of Montana taxes. Finally, these programs help citizens partner with each other in paying for the costs of government.</p> <p>Employ a coordinated and comprehensive approach to compliance by combining audit, legal, public information and collections resources to provide compliance coverage for all taxes and fees, and to reduce differences in levels of compliance among different taxpayers and taxpayer groups, including but not limited to correcting the known shortfalls in compliance by nonresidents and out-of-state companies.</p>	<p>the 2009 Legislature by March 31, 2009. Measure the effectiveness of the new mineral withholding system and report the findings by mid-year 2009.</p> <ul style="list-style-type: none"> ○ By April 2008, update information on other states' statutes and processes for identifying and addressing issues related to nonresident sales of property. For nonresident sellers of property, establish a baseline rate of noncompliance and then periodically measure on-going rates of non-filing by the end of calendar 2008. ○ By June 2008, establish the baseline noncompliance rate for nonfilers associated with 1099S forms and RTC cross match programs, and prepare a report for the 2009 Legislature of the costs of noncompliance in terms of revenue foregone in relation to current collection activity administrative costs. ○ By June 2008, identify opportunities for educating nonresidents on their tax filing and remittance responsibilities. ○ Establish baseline, and then on a semi-annual basis, on going rates of noncompliance for nonfiling and underreporting of income related to Montana pass through entities; and develop a nonfiler compliance strategy and audit selection process that ensures a cost effective approach to compliance, while identifying opportunities for periodically educating nonfilers of their tax filing and remittance responsibilities, and identifying legislative changes needed to enhance compliance efforts. For nonresident owners of pass-through entities, establish a baseline rate of noncompliance and then periodically measure on-going rates of non-filing by the end of calendar 2008. ○ By October 31, 2008, prepare a report for the 2009 Legislature detailing nonfiling and underreporting of Montana source income to include a summary of compliance activity undertaken; the identification of compliance issues; and, if necessary, proposals for legislation to address compliance issues.
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Information Technology & Processing	<p>(Ref. DP 202 - Free Electronic Filing)</p> <p>Expand convenient and cost-saving Provide Additional Electronic Filing Services for Montana Taxpayers</p> <p>Make it easier, more convenient and less costly for citizens and businesses to file and pay state taxes Enhance taxpayer services and compliance, increase public and private sector operating efficiencyes, and provide for a more timely and accurate extensive flow of information to policy makers by facilitating the filing of information and tax returns through increased opportunities for and availability of electronic filing and electronic payment for all state taxes and fees other than property taxes expanding electronic filing and payment methods for all state taxes and fees other than property taxes. Specifically, implement and expand free Internet filing opportunities, implement the expanded fed/state e-file program for corporate and other businesses income tax returns; implement and expand free electronic filing opportunities; and in selected areas, provide taxpayers with expanded electronic payment options and file transfer services.</p>	<ul style="list-style-type: none"> ○ Performance in this arena is measure by meeting the due dates (milestone dates) for roll out of the initiative listed below. ○ MOVED TO MILESTONES WITH FOLLOWING CHANGES ○ Provide for free web filing of mineral royalty withholding annual reconciliation forms by December 7, 2007; by end of calendar year 2008 ○ Provide for free web filing of employer withholding annual reconciliation forms by January 14, 2008; by end of calendar year 2008 ○ Provide for free web filing of individual income tax Form 2M returns and Elderly Homeowner/Renter Credit (2EC) returns (including electronic payment and direct deposit capabilities) by January 14, 2008; by end of calendar year 2008 ○ Provide for free web filing of wine tax returns, and provide wine taxpayers with the ability to view their current account and previous tax return on the web by January 14, 2008; by end of calendar year 2008. ○ Provide for free web filing of corporation license tax returns under the fed/state modernized e-file program in time to accommodate the filing of 2007 returns; by the end of calendar year 2008 ○ Provide for free web filing of returns and other information for all other tax

		types by June 30, 2009. by mid-year 2009 except for the cases where electronic filing is identified as not being cost-effective, feasible or appropriate.
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Property Assessment Division	<p>(Ref. DP 802 – Reappraisal – GIS Staff – OTO)</p> <p>Complete Current Reappraisal Cycle in a Uniform and Equitable Fashion by December 31, 2008</p> <p>Complete in a timely and accurate fashion the uniform and equitable reappraisal and valuation of all properties subject to the current 6-year reappraisal cycle (Class 4 residential, commercial, and industrial properties, Class 3 agricultural land, and Class 10 forest land). Specifically:</p> <ul style="list-style-type: none"> ○ By January 1, 2009 Complete the discovery and uniform establish new appraisal (current valuations for of all Class 4 residential, commercial and industrial properties in a manner that reflects meets or exceeds the uniformity and an equalization reappraisal standards inherent of current market values as required by in the Montana Constitution; the Montana Code Annotated, and generally recognized reappraisal standards. ○ By January 1, 2009 Complete the valuation and reappraisal of all Class 3 of agricultural and Class 10 forest land properties by establishing in a uniform and equitable manner values that accurately reflects current land use and productivity values .in a manner that meets or exceeds the reappraisal standards inherent in Montana’s Constitution, the Montana Code Annotated, and generally recognized reappraisal standards. Class 3 agricultural land has not undergone classification review, yield updates, and valuation schedule updates – that is, a complete statewide reappraisal – since 1963. 	<ul style="list-style-type: none"> ○ Based on a comprehensive quality of reappraisal study, and measured against widely-recognized national standards, verify by March 31, end of fiscal year 2009 that the overall sales/assessment ratio of Class 4 residential property lies between 0.9 and 1.1; that the coefficient of dispersion is less than 15%; and that the price-related differential lies between 0.98 and 1.03. ○ By the end of the 1st quarter of 2010 December 31, 2009 verify that the statewide number of appeals, excluding any statewide class-action Class 4 residential property appeals, excluding any statewide class-action appeals, to County Tax Appeal Boards is 2% or less of the number of statewide parcels, and that 80% of those appeals are either withdrawn by the appellant, adjusted by no more than 10% by the department, or have the original department value sustained in a final appeals decision. ○ By December 31, 2009 the end of the 1st quarter of 2010 verify for agricultural parcels of 160 acres or more that no more than 2% of those parcels have their agricultural land use type (classification) appealed. ○ By June 30, 2009 mid year 2009, verify that the statewide productivity or yield of agricultural lands as determined by the department of revenue is within 10% of the productivity or yield determination made by the Natural Resource and Conservation Service (NRCS) for each land use type as defined by the department of revenue. (To our knowledge, the external information used to make the comparison for this performance measure is the best comparative information available.)
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Department of Administration

Program Goals

Program	Goal	Outcome Measure(s)
State Personnel Division	The State Personnel Division will assist executive branch agencies in the	<ul style="list-style-type: none"> ○ Develop a statewide policy to facilitate the consistent application of the

	implementation of the Broadband Pay Plan.	<p>statutory requirements.</p> <ul style="list-style-type: none"> ○ Establish controls to enhance internal equity as measured through the Broadband Classification Plan. ○ Establish criteria to define the relevant external labor market. Identify the salary surveys used in the comparative analysis of the external labor market for the broadband pay plan. ○ Approve market rates Set the occupational pay ranges for all occupations
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Initiatives for the 2009 Biennium

Program	Initiative	Outcome Measure(s)
Health Care and Benefits Division	<p>(Ref. DP 2111 - Centralize Workers' Compensation Cost Containment)</p> <ol style="list-style-type: none"> 1. Reduce the incidence of occupational injury and illness among state employees (note 1); 2. Reduce the incidence of workers' compensation wage loss claims for state government (note 1); 3. Reduce workers' compensation premiums for state agencies; 4. Enhance productivity within agencies by reducing the amount of time workers are separated from their jobs due to occupational injury or illness (note 1); 5. Improve the safety of the physical work environment in compliance with the Montana Safety Culture Act; 6. Provide a central data and financial management repository for workers' compensation information within state government; 7. Function as the central point for negotiation and management of workers' compensation coverage through the insurance carrier, Montana State Fund; and 8. Reduce the number of work time loss injury claims among employees by 50 percent during the 2009 biennium. <p>Implement a workers' compensation management program for State government (note 1 – these goals will show not accomplishments until after the 2009 biennium)</p>	<p>Department and LFD staff met to discuss performance measures. The department had developed several measures and was considering which to include in the templates for review. During the discussion, department staff noted several unanticipated accomplishments that may be included for review as well.</p> <ol style="list-style-type: none"> Implement workers' compensation Authorization to Act agreements permitting the Department of Administration to act on behalf of state agency policyholders. Fully staff Workers' Compensation Bureau. Conduct review of efficiencies and cost savings from workers' compensation administration for state government. Implement an Early-Return-to-Work (ERTW) program. Implement a safety program including physical work environment mitigations. Establish a basic data and financial information repository related to workers' compensation in state government.

Montana Consensus Council

Program Goals

Program	Goal	Outcome Measure(s)
Montana	Reduce the conflicts occurring between	<ul style="list-style-type: none"> ○ Follow up surveys with groups we

Consensus Council	state staff and the public they serve by improving the abilities of state employees and public stakeholders to appropriately manage conflicts.	<p>have done a workplace conflict resolution with for improved working conditions</p> <ul style="list-style-type: none"> ○ Follow up surveys with the supervisors of staff we have done interventions with for improved productivity. ○ Trend the use of sick leave by employees in a conflict before and after consensus mediation (not yet being used but under investigation). ○ Follow up surveys with state and public participants in our trainings on conflict life skills for use in the workplace or personal lives
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Office of Public Defender

Program Goals

Program	Goal	Outcome Measure(s)
OPD	Establish a statewide public defender system to provide effective assistance of counsel to indigent criminal defendants and other persons in civil cases who are entitled by law to assistance of counsel at public expense	<p># of OPD cases by type compared to total cases filed by type (felonies)</p> <p>The number of Requested/applications for OPD services compared to number determined eligible for services</p> <p># of cases in which denial of eligibility by OPD is overturned by a court</p> <p># of cases for which costs of services is requested (payment from client)</p> <p># of cost containment measures implemented with brief description of cost containment measure each</p> <p>Results of client/stakeholder survey commenting on OPD services</p>
OPD	Provide that public defender services are delivered by qualified and competent counsel in a manner that is fair and consistent throughout the state	<p># of attorney employee appraisals completed, number receiving satisfactory rating verses number receiving rating indicating improvement is needed</p> <p># of proficiency evaluations of contract attorneys completed, number receiving satisfactory rating verses number receiving rating indicating improvement is needed</p> <p># of training courses offered, attendees by type, and summary of post training survey on usefulness of training course</p> <p># of complaints received within the system</p>
Appellate Defender	Reorganization of the appellate defender function so that effective assistance of counsel is provided upon appeal and in a timely manner – generally within 30 days and	<p># of appeals filed (prior years compared to current)</p> <p># of continuances requested (prior years compared to current)</p>

	without continuance in dependent and neglect cases	% of cases assigned to internal attorneys vs contract counsel (prior years compared to current)
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